

20 October 1988

MEMORANDUM FOR: Deputy Director for Administration

25X1 FROM: [REDACTED]

Director of Training and Education

SUBJECT: Weekly Report

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[REDACTED]

2. During the week of 11 - 14 October, the members of OTE's Midcareer Course 106 traveled to Boston for the fifth and final week of the course. The group visited A.D. Little, an International consulting firm; the Gillette Corporation; Prime Computer Corporation; and the jet engine division of General Electric. Topics covered included the various corporate cultures represented among the host firms, recruiting and retention, performance appraisal, and executive development. [REDACTED]

25X1

3. On 11 October, an OTE officer lectured on CIA training to 15 students at George Mason University who are enrolled in a graduate level Instructional Design course. [REDACTED]

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4. Professor Alexander Dallin of Stanford University presented the opening lecture, "The Roots of Soviet Society," in OTE's Soviet Foreign Policy Block on Monday, 17 October. Twenty-four students from eleven offices are enrolled.

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18 October 1988

MEMORANDUM FOR: Director of Training and Education

STAT FROM:

[redacted]  
Chief, Training Support Division

SUBJECT: Weekly Report

✓ 1. <sup>OES</sup> Training Support Division received a request from OSWR to compile a listing of tuition and special fees for colleges and universities in the local Metropolitan area. <sup>no</sup> [redacted] Resource Specialist, researched the catalogs from the area schools and provided the information requested to OSWR. Since this information should be useful to other Training Officers in the Agency, this listing is also being sent to them.

2. Chief, External Training Branch, attended a meeting for coordinators presented by the Institute for Management Studies on 12 October 1988. A listing of programs and their descriptions to be presented in 1989 were passed out to the attendees. This list will be sent to Training Officers in the Agency.

3. External Training Branch issued a call for individuals to work on an overtime basis to update the Training History File. Twenty-two people responded. On average, there are nine people working overtime each day. At the rate that they are presently working, it is expected that the deadline to finish the two year backlog by 17 December will be met unless we run into a problem with TEAMS.

4. The Officers-in-Residence, CIA Faculty Representative at military schools, and full-time senior officer school students were mailed the message on "Classification of Secrecy Agreements" that OGC asked OTE to pass on.

STAT 5. [redacted] CMO, regarding the implementation of incoming Training Assistants destined for instructional divisions reporting to TSD for a designated amount of time prior to assignment to their division. CMO/OTE plans to discuss this with C/AD and C/PB. She does not believe there will be a problem in implementing this into OTE/EOD processing for TAs.

SUBJECT: Weekly Report

✓ *GES* *no*  
6. TSD forwarded employee training records to all Agency components to assist them in preparing for the upcoming promotion panels. These printouts included all the training records in the Agency Training History.

STAT



18 October 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM:

[redacted]  
Chief, Leadership Development Division  
Office of Training and Education

25X1 SUBJECT:

LDD Weekly Report [redacted]

25X1 *OJE held*  
A half-day Hurricane Island Outward Bound Orientation ~~was held~~ on  
13 October 1988 for the Data Communications Group (DCG) of the DS&T. DCG  
✓ consists of senior officers from other Agency components brought together  
to work on a project. Each of the ten participants in the Outward Bound  
programs manages twenty or more employees. Their objective is to build a  
team that "pulls together" on a daily basis and not just when resolving a  
crisis problem. [redacted] Director/DCG; [redacted] Deputy  
25X1 Director/DCG; and [redacted] former Deputy Director of Communications  
25X1 (all SIS-3) will be participants in the six-day program. [redacted]

25X1 [redacted] is continuing her DA Personnel Task Force  
responsibilities. On Friday, 14 October, Task Force members met with  
25X1 [redacted] to learn about the current NAPA study.  
It was also learned that OL has found space for the Task Force in the Key  
25X1 Building. The move is anticipated for late October or early November.  
25X1 [redacted]

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25X1 SUBJECT: LDD Weekly Report [redacted]

25X1 [redacted]

Managing in CIA was run 12-14 October for 28 students. This generally well received running had a surprising number of students suggesting a format which included more lectures. For example, one student stated, "I personally prefer lectures with copious handouts - followed up with discussions." Another interesting development was the increased interest in the budget, particularly how to develop one and how to get the operating money needed. This interest was partially explained by the high experience level of many of the students. Many were "old-hands" with years of management experience. This combination of experienced and new managers creates a difficult variety of training needs to meet in one course. [redacted]

25X1 *An OTE LDD instructor*  
25X1 [redacted] met with [redacted] OP/PSP [redacted] on 11 October to discuss OP's new program to counsel Agency employees who are seeking reassignment to another component. There has been considerable interest in the program on the part of many employees and [redacted] emphasizes that many of those who seek his counsel are primarily looking for a career change and not necessarily having problems in their present position. We will explore incorporating a discussion of these counseling services, along with EAP and SAS, in both our Leading and Counseling courses. [redacted]

25X1 [redacted] gave a presentation to about 75 JCS/DIA officers in the Headquarters Auditorium on 13 October. His lecture was on the history and organization of the Agency, with additional discussion of our relationship with the media. The presentation was given on behalf of PAO (both of their briefers were busy elsewhere) and the one-day program was coordinated by CSI. [redacted]

25X1 [redacted] 14 October to do a workshop on ethics in a special running of the ITCIA for OC students. The workshop started with a general lecture on ethical principles as they apply to Agency officers and then a discussion in small groups on a series of cases drawn from OC experience overseas. We find that this format works very well. There was quite lively discussion of the issues and several small groups were not able to come to a consensus. Likewise when the cases were reported back in plenum there was disagreement on several issues among the groups. This all led to a full airing of the ethical principles involved and provided the students some benchmarks for their upcoming assignments overseas. [redacted]

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SUBJECT: LDD Weekly Report [REDACTED]

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On 10 October, [REDACTED] met with Dr. David Mangelsdorff, Chief, Technical Division, Health Care Studies and Clinical Investigation Activity, U.S. Army Health Services Command, to plan a workshop for which she will serve as moderator/sponsor at the Groves Conference on Marriage and the Family. The workshop will be titled, "Be All That You Can Be: Wellness Programs in Large Organizations," and will be conducted in Spring 89 in Savannah, Georgia. [REDACTED]

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The "Working With People" Program completed a special running of Effective Meetings on 6 October 88 for OD&E/CPG. Chief, CPG asked us to tailor the course specifically for his staff, who spend a considerable amount of time meeting with industry contractors, and to run the course in their spaces [REDACTED]. It took several discussions, a scramble to find a 1/2" VHS player, and some creative re-designing of existing course content, but the results were worth it; a 4.7 rating on a 1 (low) to 5 (high) scale. Kudos for this effort go to the contract instructor, Ray [REDACTED]

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The first "Negotiate To Win" course of FY 89 ran to an audience of 26 on October 12-13. As usual, the results were positive with the students giving it an overall rating of 4.5 out of 5. This was the third running for the contract instructor, [REDACTED], and his rapport with the students is excellent. He has mastered the peculiarities and special needs of the Agency audience and we look forward to a successful working relationship with him. However, even the best course design occasionally omits important topics, as identified by one student, "Would have liked some practice in how to outsmart a four-year-old who has begun to learn the value of logic. While the course claims that everything is negotiable, in some cases the student is on his own. [REDACTED]"

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On 15 October 1988, [REDACTED] conducted a graduate seminar on "Effective Management of Change" at The Johns Hopkins University. [REDACTED] *Jim Parvate*

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14 October 1988

MEMORANDUM FOR: Deputy Director of Training and Education

FROM: 

Deputy Director of Training and Education for Curriculum

SUBJECT: DDC Area Events (17-28 October 1988)

Where We Are

1. The Audiovisual Section was heavily involved in the installation and initial activation of the satellite dish. Further adjustments of this equipment will be required.
2. The Visual Aids Section found itself handling a wide variety of requirements as it:
  - completed course certificates for TIB;
  - created a newsletter design for OTE/ADMIN;
  - began work on the OTE TV GUIDE;
  - completed work on vugraphs for PEDS;
  - created a poster for LDD; and
  - worked on the Domestic Travel brochure for SACTD.
3. The Television Production Section had an equally busy week as it:
  - cleaned out the MPB vault to better organize holdings and house a video editing system;
  - conducted casting tryouts for forthcoming video productions;
  - scripted five commercials for the C of C grid; and
  - attended a number of television production seminars and exhibits at the International Television Association conference in Washington, D.C.
4. The Librarian gave a tour of the Library to two NSA officers on Tuesday, 11 October 1988. The officers were briefed on the functions and missions of the Library.
5. The Library sent out the first sets of language tapes to more than 150 students in the Headquarters language program. More than 400 textbooks were checked out, packaged, and mailed to Headquarters.
6. The bar-coding process has started slowly in the Library. Approximately 250 books have been coded by the Librarians during overtime.

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7. CBTG has implemented a new function on the online PHOENIX system that automatically signs off a student who has signed on to a course but has been inactive for ten minutes or more. In the past, such inactivity has resulted in inaccurate student use totals on the weekly reports generated from the system.

8. CBTG became a bit more organized this week. It received and installed shelving in its large storage closet. It now has easily accessible storage for student materials and some equipment.

10. The Curriculum Committee had a wild and wonderful discussion of writing testing and writing instruction for secretaries. (More to follow.)

Where We Are Going

11. The Television Production Section will be meeting with C/CIB regarding the AGENCY ACQUISITION script and various contractors regarding production schedules for BRIEFING BLUES, LANGUAGE TRAINING DIVISION OVERVIEW, and the KGB OFFICER videotapes. Videotaping will be initiated for the first CI videotape, which involves an interview with a defector.

12. Four NSA employees from the Security Awareness and CI Divisions would like to visit CBTG on 9 November to spend some time working with SDIV. NSA has expressed interest in obtaining a copy of SDIV for their use.

13. [redacted] will be conducting a 3-day Train-the-Trainer course for OTE instructors.

14. C/PEDS will be working with representatives from Texas Instruments on an AI Project.

15. I will present the case study on DI reorganization to the Executive Seminar on 18 October.

16. I will be on leave 21 October and 24-25 October.



18 October 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [REDACTED]

Chief, Information Systems Training Division

SUBJECT: ISTD WEEKLY - 12-18 October 1988

[REDACTED] attended the Sixth Annual Intelligence Community AI Symposium, 12-14 October. Several hundred attendees from government intelligence agencies as well as contractors attended the presentations. On Wednesday, a large number of different papers were presented. Thursday was devoted to exhibitors demonstrating hardware and software products. Friday again involved the presentation of classified papers for cleared individuals. I was disappointed in how little progress has been made in AI over the last decade. Most of the presentations were of a theoretical nature and not very interesting. The keynote speaker, [REDACTED] one of the greatest names in AI, had a very disappointing presentation. One of the best talks was presented by Texas Instruments on the joint project of OTE and ORD. The Expert Training Advisor (EXTRA) is a system designed to help students enroll in the right course or self-study option. The paper seemed to be well received by the attendees. I believe AI will have limited value for the CIA in the next few years. However, I will admit to being surprised at how many AI projects were currently underway in the Agency.

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## CONFIDENTIAL

Administration Division Weekly  
11-14 October 1988

### CONFERENCING

Prepared roster of attendees and transportation for 26-27 October OTE Management Conference. Three guest speakers will attend as well as 53 OTE Hqs personnel.

### Space

DC/AD visited newly identified Spanish language classroom (4Q18/North Tower/NHB) provided by LA Division.

Funds were transferred for completion of electrical work and installation of equipment in computer classrooms/NHB.

OTE room (support area) in South Tower/NHB, which was due to be completed Spring 1989, will be ready ahead of schedule. Furniture will be ordered.

DC/AD attended ILSP meeting on 13 October re update on classrooms in NHB. Completion dates are falling behind schedule.

### Miscellaneous

All AD personnel attended the Goals Session with D/OTE morning of 12 October.

### Security

Issued instructions on handling emergencies in CofC. Labels with emergency number being distributed.

Held meeting with hallway and stairwell wardens on 13 October to discuss responsibilities/duties in preparation for the upcoming fire drill.

Briefed and debriefed one student in Intelligence Issues Course in order for her to participate in DIA session at Bolling AFB.

Made appointment for NSA Agent to interview language instructor. NSA agent doing background investigation on one of their people who gave instructor as reference.

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**CONFIDENTIAL**Personnel

DC/PB attended the "Human Resources Conference" in New York City. The Conference was attended by approximately 500 senior level human resource executives, primarily from private industry. Speakers discussed such topics as compensation and benefits, demographic trends, and fostering innovation in the workplace.

Liz contacted potential applicants for the Language Training Division. LTD is looking to get a cadre of intermittent contract employees on board. Within the next two weeks, three potential language instructors will come in for interviews.

Panel Support

-- Continued work on the IS, GS-11, and GS-12 Panels.

<u>Check-outs:</u>	<u>Title</u>	<u>Office</u>	<u>Grade</u>	<u>Date</u>
25X1				

Logistics

Ground floor showers due for completion 19 October.

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Additional furniture for New Hqs Building received and stored

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On 13 October, C/Logs attended C/Supply Division meeting with all DEA accountable Property officers to discuss accountable property problems/issues.

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18 October 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [REDACTED]

Chief, Intelligence Training Division

SUBJECT: ITD Weekly Report [REDACTED]

1. The Science and Technology Institute (STI) successfully conducted The DS&T Seminar from 26 September - 14 October. The students gave the course an overall rating of 4.4 on a 5-point scale and felt that the course objectives of preparing themselves for a career in the DS&T were fully met. Though the course is designed for DS&T-bound Career Trainees, an unusually large number (nine of 16) already worked in the DS&T. The contributions made by the more experienced non-Career Trainees in the class were very valuable and enhanced the overall learning experience. One officer from the Office of Communications (OC) also participated to assess which segments might be included in an OC Career Trainee course that may be developed. [REDACTED]

2. On 12 October, representatives from the Intelligence Training Division hosted a meeting to discuss the need for a Chemical/Biological Warfare (CBW) course. Included among the 12 attendees were [REDACTED] of Intelligence Training Division; [REDACTED] (Assistant NIO-at-Large for CBW); and personnel from offices in the DI, DS&T, DA, and DO. The opinions expressed by the participants confirmed ITD's preliminary research, that a basic, non-technical "orientation to CBW"-type course is desperately needed by new analysts and generalists not only in the Agency but elsewhere in the Intelligence Community. This course could be supplemented by several short symposia/lectures on specific topics geared for those with a need for more detailed information on narrowly focused subjects. Several of those attending offered to lecture in the basic course..

3. Professor Alexander Dallin of Stanford University presented the opening lecture, "The Roots of Soviet Society," in the Soviet Foreign Policy Block on Monday, 17 October. Twenty-four students from 11 offices are enrolled. Professor Dallin examined several of the most common interpretations of Russian/Soviet behavior and offered criticisms. He dismissed most of these interpretations as being too simple, and was especially critical of those who insisted that no significant changes are likely to occur. He argued that in the last few years there have been startling changes, and in the main, unpredicted. Even if the regime intends these to be tactical only, that is temporary, as some insist, Dallin is convinced that they are profound in nature and will have long-term impact. [REDACTED]

NOTE 2

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